

7/21/03
Gen. Planet - Deputy Dir. ~~SECRET~~

NMCC
Joint Staff and NMCC Briefing.
- chitell. support.
- Emergency Action Cell.

Sue Kuehl -

Overview of DOD Organization
Natl. Security Act of 1947

1986 - Δ Reorganization Act.
↳ Est. CTCSS as principal
adviser to the President.

Pres. - Secy. Δ - Chairman JCS

J-3 operations (NMCC)

5 Operations Teams

- mission - 3 major missions

(1) Worldwide monitoring

(today - Liberia mad cows)

(2) Crisis Response - {Columbia bombing
9/11 attacks}

(3) Strategic Watch - nuclear mission
↳ most critical

Composition 17-20 members

- Leadership (2)
Deputy Director for ops and
Asst DDO.

- Current ops section (2)
Senior ops officer & current
ops officer

- Emergency Actions Element (3)
Senior Emergency Actions Officer,
EAO, EA NCO

- Surveillance (1)
↳ Surveillance officer
watches for launches anywhere in world

Supporting Sections (8-10)
Moscow-Washington "Hotline"
Communications Watch.

These people helped set up
Air threat conf. Call on 9/11

Organization Structure
of J-3 on 9/11/01

Dep Dir C/T ten.	Dep Dir natl Sys	Dep Dir Cur-Rad	Dep. Dir. Inform- op
Dep Dir Dep Dir Command Control Ops	D-D Joint ops	Dep. Dir. Spec. ops Spec	Dep Dir Cur ops

Ops Team Schedule on
9/11/01

Teams 2 and 4 were on
on morning of 9/11/01

Team one - supposed to
get off at 1 P.M. - stayed
until 8 P.M.

~~Day Shift 0500 - 1300~~

~~Crisis Action Team was (CAT)
set up on 9/11/01 → CAT
(had approx. 50 people on
duty at any given time).~~

~~DDO - Deputy Dir. of Operations~~

~~Three DDO's were in bldg on
morning of 9/11/01 b/c they
had an unrelated mtg.~~

Pre-Conference Activity -

(up to 50 people could be on a Conference Call for domestic event)

- Ops Team (OT) sought to confirm reports of hijackings, crashes or explosion.

- Contacted FAA

- Monitored media reports

- OT conducted preliminary notification - up the chain of command thru J-3

- Decision made to convene Significant Events Conference (~~SEEC~~) (SIEC)

- DDO responded to CIA's Natl. Operations - Intelligence Watch officers' Network (NOIWN) Conference.

- Recalled NMCC personnel

Shoot down Authority came verbally from V.P. right into Phone Conference.

- Chain of Command

Secy Δ

↓
~~the~~ Combatant Commanders

Sync? Sinc? NORAD

Sec Δ - JCS - Sinc? NORAD

Sec Δ does not rely on ~~T-3~~
T-3 support thru NMCC to
give orders to Sinc NORAD.

Sig. Events Conference
(SIEC - run by NMCC
and T-3 is not involved in
the conf. - DDO (as a rep.
of T-3) ran the conference
on 9/11).

- SIEC - Sec. A not involved in call.
- Senior Command of JCS not involved in call.
 - SINC NORAD involved in Cong. call.
 - ↓ SINC NORAD = General Eberhardt in charge of NORAD.
-

Air Threat Conference was devised to protect against an attack on U.S. from Russia.

White House could not orchestrate Sig. Events Conference.
(only NMCC components can).
<SIEC is a DoD creature>

"SIEC" is a patch-all of Cong. for any significant event.

CIA established a
NOI WON Conference
before NMCC initiated a
SIEC.

- NMCC - Cuts off SIEC
so its Watch officers
could participate in
the CIA's NOI WON
Conference.

NOI WON - could be
initiated by the CIA, DOD,
etc.

NOI WON Calls are Tape Recorded
↳ Chgo. is passed up to
JCS quickly (e.g. on 9/11).

↳ NOI WON Conf. lasted 20
minutes.

(SIEC may not have even
started when it stopped to
allow NOI WON to occur.)

(note * White House Sit ~~Room~~ Room
is included in SIEC.

I.) SIEC - DDO Controlled
Deputy Dir. ops.

II.) Air Event Conference (AEC):
DDO Controlled - Convened
to pass info and facilitate
situational awareness regarding
a non-threatening, air related
situation. AEC may terminate or
transition into another type of
conference.

III.) Air threat Conf. Call (ATC)
DDO Controlled

Since 9/11 - they have
Created ① Domestic Event Conf Call
and ② Domestic threat Conf Call

on 9/11/01 Brig. Gen. ^{W. Montague} Winfield
was DDO on duty → he was
in a mtg somewhere else in
NMCC.

^{Liedig}
Capt. Liedig was DDO
who. subbed for Gen.
Winfield at NMCC on
morning of 9/11/01.

no Air Threat Conferences
occurred for 2 yrs. prior
to 9/11/01

ATC - To pass info
re: threatening air
situation. Senior leadership
included to obtain
decisions.

AEC is not required before
convening an ATC.

ATC was ~~in~~ in process
* of coming up when the
Pentagon was hit.

↳
ATC re-convened after Pentagon
was hit.

When SIEC convened after
NOT WOT, → OSD, military
services, combatant commands,
USG agencies included
in conference.

DDO (Leiding). directed
transition to ATC
air threat comp.

- Pentagon hit as ATC
was convening.

- a little smoky in NMCC
but they continued to operate

- NMCC was not evacuated.
Sec. Δ, along w/ senior
leadership, worked from
DDO office.

Vice Chairman Gen. Myers came
to NMCC on 9/11/01.

Defense Protective Services →
they may have been asked by
NMCC to determine what
damaged the Pentagon and to
what extent. ~~the~~

→ NMCC - employees went
outside to assess the
Pentagon damage.

→ NMCC did not have an
established SOP to ~~answer~~
answer the Q: What just
hit the Pentagon?

The C-130 saw AA77
hit the Pentagon, and yet,
that info. was never
relayed to the NMCC
(~~the~~ i.e. the DDO or
someone else).

NOIWOV Call was probably tape recorded from many locations.

- NMCC (J-3) did an after-action report. General Winfield signed off on it.

NMJIC - National Military Joint Intelligence Center

DPI - Deputy Dir. Intell.

(Directorate for Intelligence (J2)
DDI Saterly (on duty for 2 mos. prior to 9/11/01).

NMJIC - operates 24/7

provides Intell support to
O5D, CTC5 Joint Staff
and Unified Commands

J2 serves under DIA. —
Director Intell. ^{Greg}

Transcript of 9/11 NAIWON
Call should be in
repositories of all Agencies
on the distribution list.

— NMCC - Emerg. Actions Section
had trouble contacting FAA →
ultimately had White House
Operators call TO FAA.

↳ NMCC E.A. Center tried
TO contact FAA ops Center
↳ they were not aware of
Heardon facility at the
time.

~~There~~ NMCC did not
know there was a military
base at the FAA ops
Center